



# **Recruiting Research Consortium Update**

**COL Greg Parlier  
25 Jan 01**



# **Recruiting Research Consortium Purpose**

- ✱ **Provide a mechanism to exchange recruiting research information.**
- ✱ **Provide working level coordination among members involved in recruiting research and analysis.**
- ✱ **Identify recruiting research needs and technology gaps.**
- ✱ **Encourage in-depth technical interactions on recruiting issues, leverage strengths and provide assistance.**
- ✱ **Support development and maintenance of Recruiting Research Campaign Plan.**



# Who Does What

Customers

Strategic Reconnaissance

CSM  
U of L, ISU  
Clemson, NWU  
MIT, U of MD  
Duke, UNC

Academia

"Out Reach" Program

NPS, AFIT  
USMA, ARI,  
RAND, IDA,  
PNNL

Military

Recruiting Research Consortium

ARI \*  
USAREC\*  
DCSPER  
RAND  
USMA  
ASA, M&RA

Industry

McKinsey  
Yankelovich  
MtF, TRU

OSD, DCSPER  
SEC ARMY

Policy  
Analysis &  
Insight

TRADOC  
USAREC

Tactical  
Analysis &  
Insight

## Concept

Focused by the Army's Recruiting  
"Vision," the Recruiting Research  
Consortium Guides and  
Directs the "Strategic Recon" R&D  
Effort (the "Out Reach" Program) to  
Satisfy Customer Needs

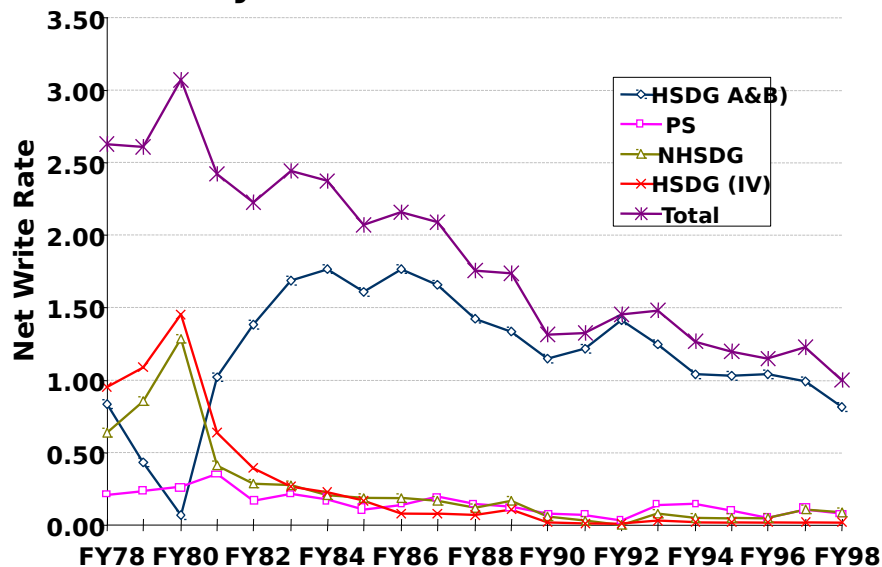
\* Co-Chairs for  
Semi-annual  
Consortium  
Conferences





# Historical Command Efficiency

## Army Accession Write Rates



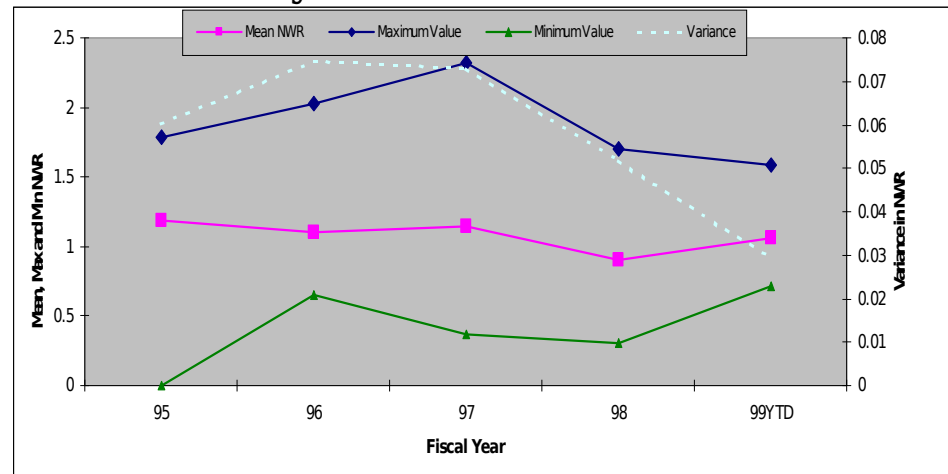
Efficiency gains have occurred when:

- ★ Unemployment increases ('83 & '92)

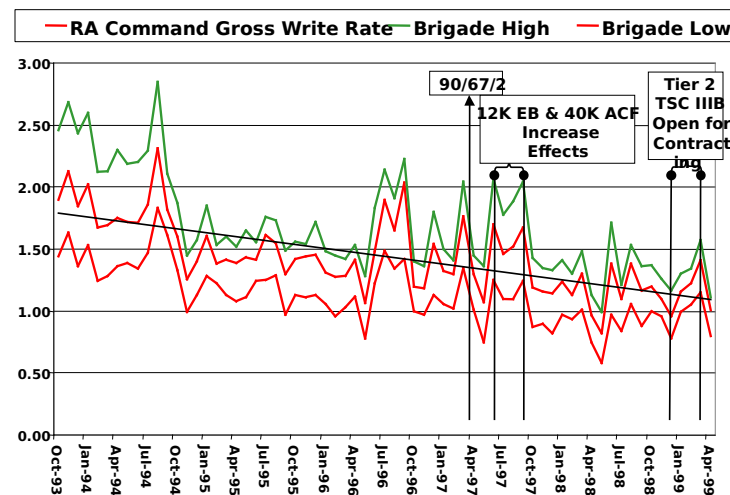
Currently

- ★ Propensity Down
- ★ Record Low Unemployment
- ★ Increasing College Continuation
- ★ Decreased PS Population

## Systemic Command-Wide Failure

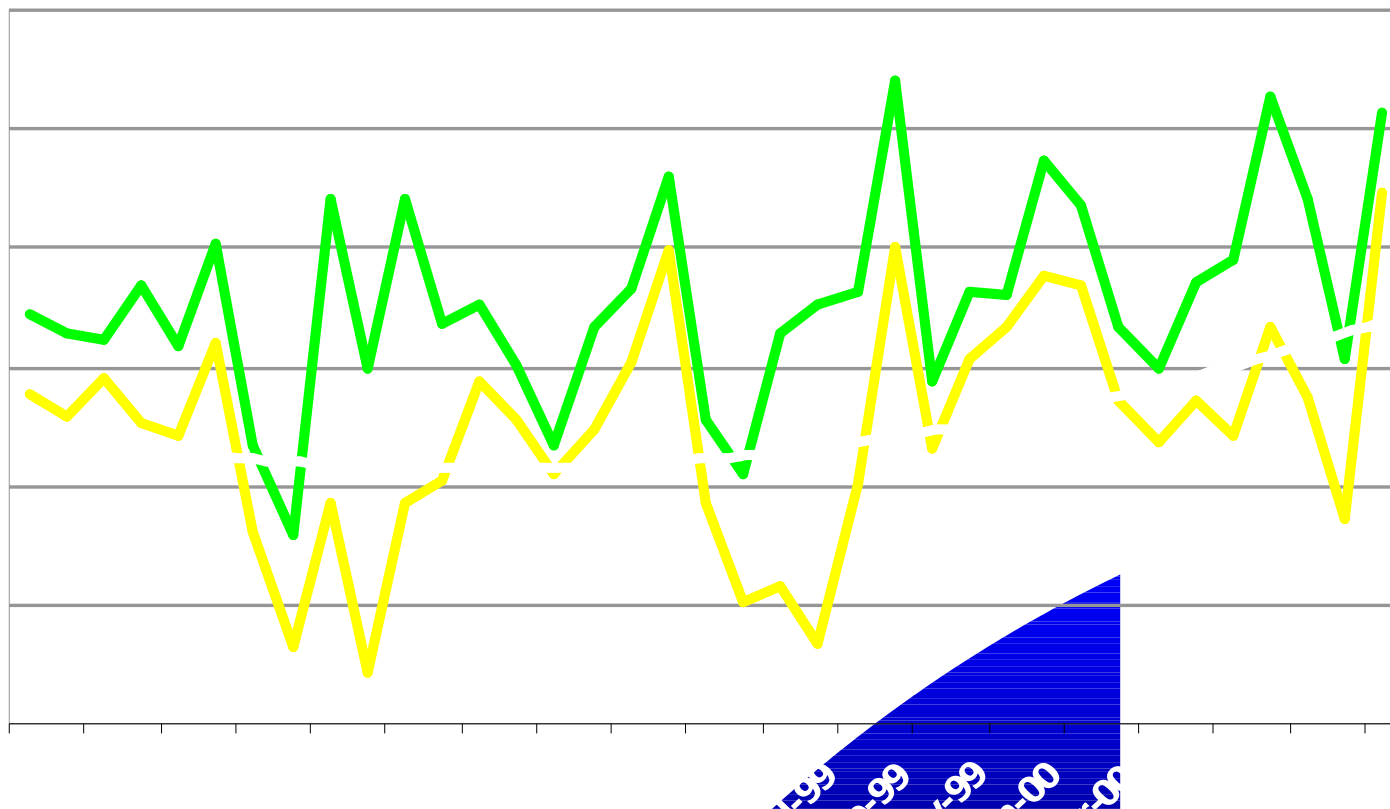


## Regular Army Write Rate





# Improving Command Efficiency

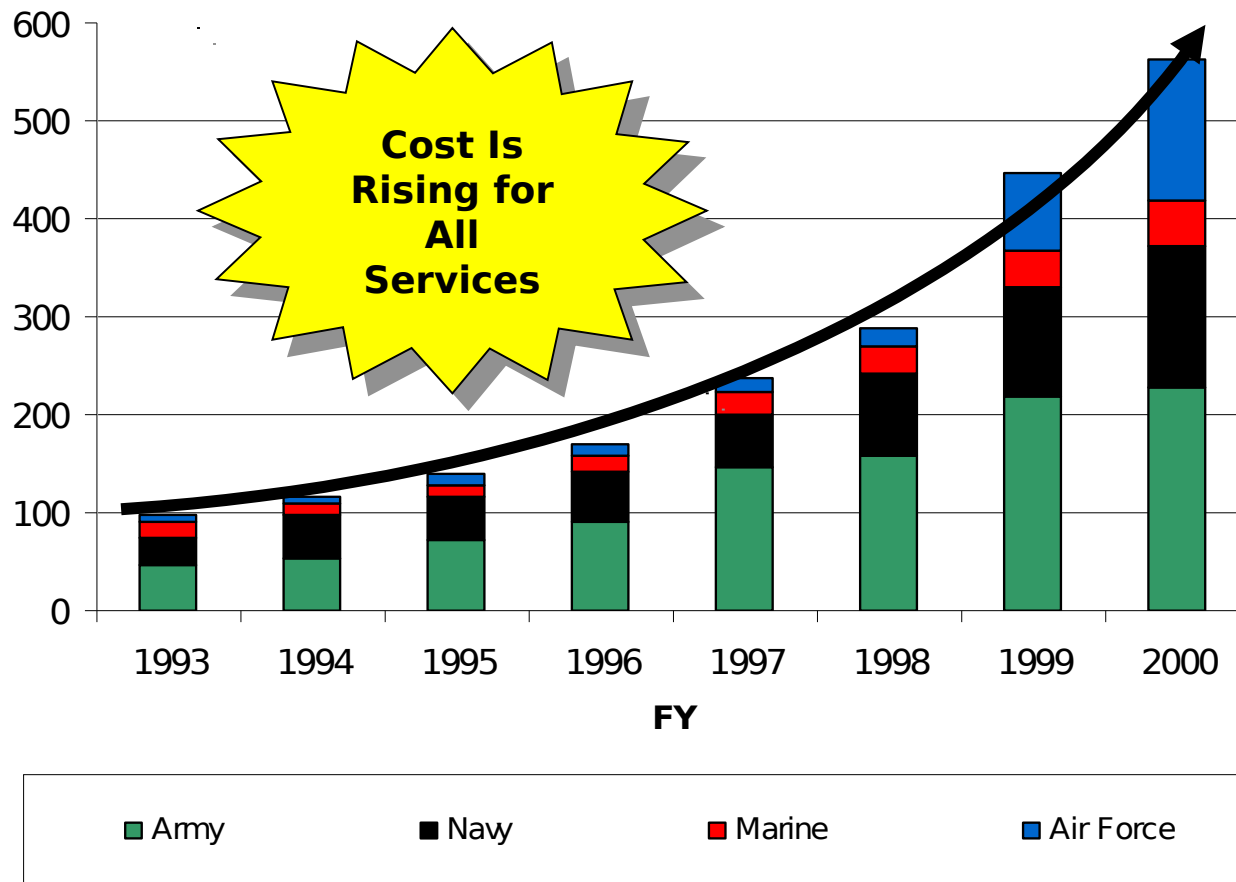




# Investment in Recruiting

## Recruiting Cost

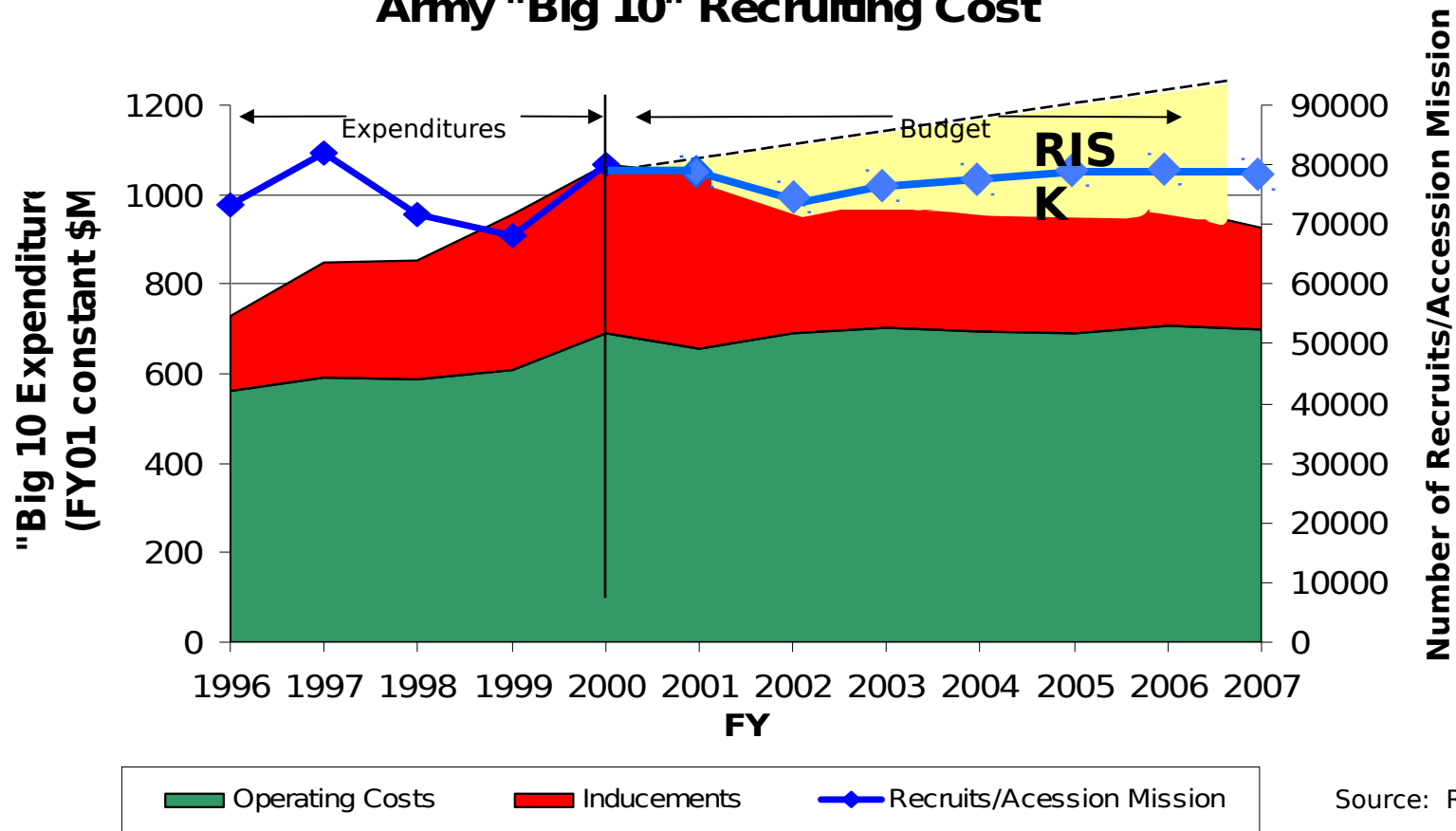
Services' Advertisement + Enlistment Bonus  
Expenditures  
(FY2000 Constant \$M)





# Army Investment in Recruiting

## Army "Big 10" Recruiting Cost

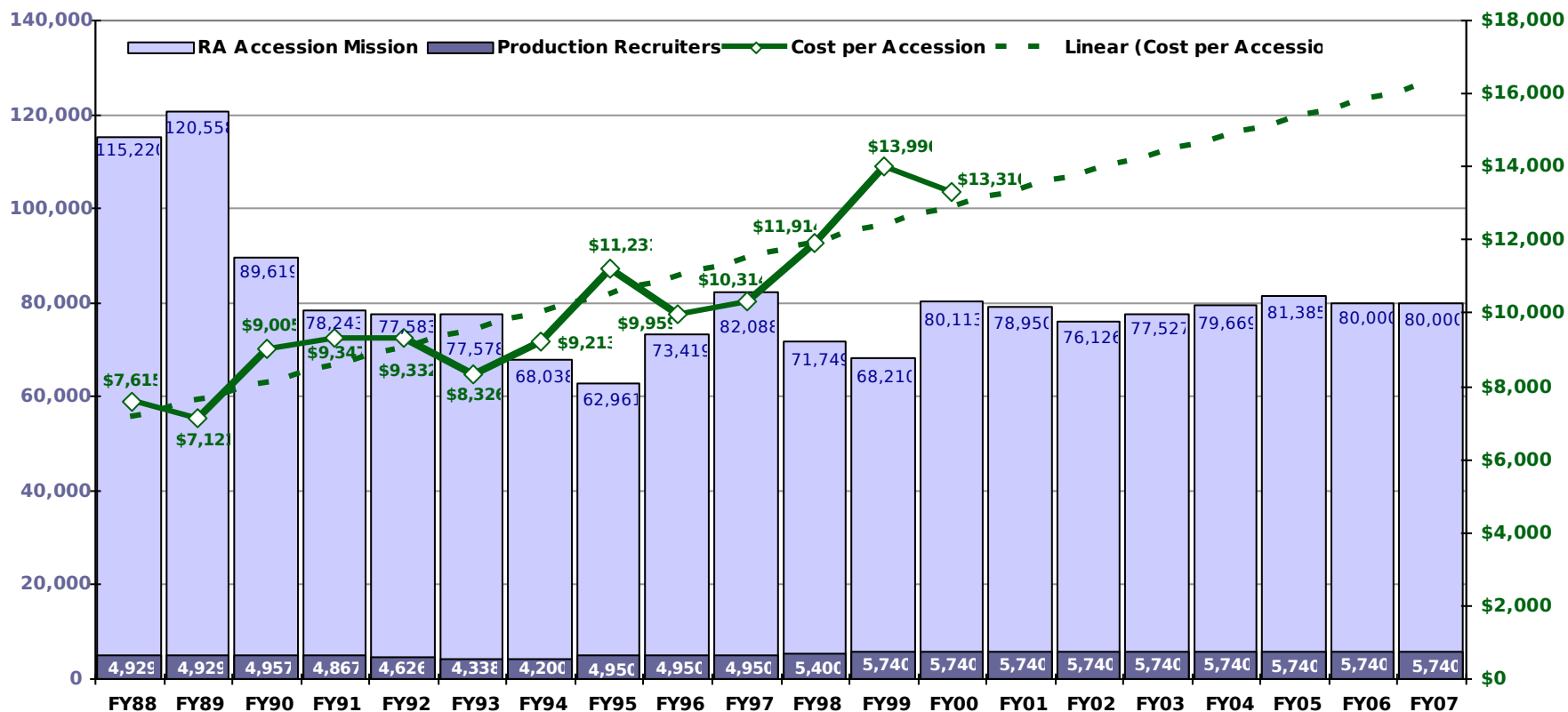


Must Not Follow **"Success Breeds Failure"** Paradigm

**GEN Maxwell Thurman**



# Accession Cost







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# **FY00/FY01 “Challenges”**

- ✱ **Recruiting a New Generation (Millennial)**
- ✱ **Transitioning into a new Market (Grad and College)**
- ✱ **New Advertising Agency**
  - ❖ **New Brand**
  - ❖ **New Logo**
  - ❖ **New Advertising across all mediums**
- ✱ **Information Technology Transformation**
  - ❖ **ARISS Fielding**
  - ❖ **Point of Sale (POS) Experimentation and Expansion**
  - ❖ **Web-based REQUEST Upgrades**
- ✱ **SecArmy Recruiting Initiatives**
- ✱ **PaYS**
- ✱ **Station Missioning**
- ✱ **New Leadership (NCA to CG, USAREC)**





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# SecArmy Initiatives

**USAREC Responsibility**

**ASA- MRA Responsibility**

**TAG Responsibility**

Working Group A	Working Group B	Working Group C	Working Group D	Working Group E
Validate/Test Recruiter Screening Tool	Cyber Stations	<u>Green to Grad</u>	<u>College First</u>	<u>GED Plus</u>
Recruiter Interviewing Process	Advertising on the Internet	<u>GI to Jobs (PaYS)</u>		
Recruiters Attend Professional Sales Training	<u>Army Computer Game</u>			
Additional Psychologist at RRS	<u>Review of Recruiting Marketing Analysis Factors</u>			
Increase Training for Officers	<u>Streamline Relocation Process</u>			
Recruiter Incentive Effectiveness	Army Stores in Malls			
Review all Recruiting Activities	Kiosk Regional Test			
Outsource 100 Guidance Counselors	Event-Oriented Recruiting			
Evaluation of the RRS	Community College & Post Secondary Recruiting			
Training Consultant to the RRS	Recruiting Station Furniture			
Bachelor Leased Housing				
Recruiter Parking				
Upgrade Recruiter Uniforms				
Battalion Commander Training				
Memberships in Local Organizations				
Brigade Chaplain's Fund				
Family Coordinator Program				
USAR Members in College to Support Recruiting				
79R Sabbatical				
Pre-Command Brief				
Distance Learning for Recruiters				
Stress Management Training				
Upgrade Audiovisual				
Consultants to the 79R Selection Process				
Psychologist for Performance in each Brigade				



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Recommended Permanent Programs	Recommended Funding Allocation (\$ Millions)					
(VIRS / MPA)	FY02	FY03	FY04	FY05	FY06	FY07
Leader & Prof Sales Training / Team Bldg	5.0000	5.0750	5.1511	5.2284	5.3068	5.3864
Recruiting Research	3.0000	3.0450	3.0907	3.1370	3.1841	3.2319
Outsource Staff Recruiters	5.0000	5.0750	5.1511	5.2284	5.3068	5.3864
Bachelor Leased Housing (CPL)	2.0000	2.0300	2.0605	2.0914	2.1227	2.1546
Recruiter Parking Support	1.5000	1.5225	1.5453	1.5685	1.5920	1.6159
Upgrade Recruiter Uniforms (MPA \$)	2.4500	2.4868	2.5241	2.5619	2.6003	2.6393
Fund Recruiter Membership (Loc Org)	0.3000	0.3045	0.3091	0.3137	0.3184	0.3232
Chaplain Programs	0.3600	0.3654	0.3709	0.3764	0.3821	0.3878
Family Coordination Programs	0.3000	0.3045	0.3091	0.3137	0.3184	0.3232
Cellular Phones	12.0000	12.1800	12.3627	12.5481	12.7364	12.9274
Cyber Station	2.0000	2.0300	2.0605	2.0914	2.1227	2.1546
Recruiting Station Furniture	2.5000	2.5375	2.5756	2.6142	2.6534	2.6932
Recruiter Selection in POI (S&H, Postage Only)	0.1500	0.1523	0.1545	0.1569	0.1592	0.1616
Totals (VIRS Only)	34.1100	34.6217	35.1410	35.6681	36.2031	36.7462
+ MPA	2.4500	2.4868	2.5241	2.5619	2.6003	2.6393
POM Totals	36.5600	37.1085	37.6651	38.2300	38.8034	39.3855

Recommended Future Programs	Recommended Funding Allocation (\$ Millions)					
(VIRS)	FY02	FY03	FY04	FY05	FY06	FY07
Distance Learning for Recruiters		3.5000	3.5525	5.3000	5.3795	5.4602
Stress Management Training		0.1400	0.1421	0.1442	0.1464	0.1486
Upgrade Audiovisual		4.6000	2.6300	2.0000	2.0300	2.0605
Consultants 79R Selection Process		0.5000	0.5075	0.0000	0.0000	0.0000
Psychologist for Performance in each Brigade		0.5100	0.5177	0.5254	0.5333	0.5413
POM Totals		9.2500	7.3498	7.9696	8.0892	8.2105
Army Recruiting Initiatives POM Projection	FY02	FY03	FY04	FY05	FY06	FY07
(All MDEPs - \$ Millions)	36.5600	46.3585	45.0148	46.1996	46.8926	47.5960

**Notes:**

- 1) All recommended permanent programs use FY02 as the base year.
- 2) All recommended future programs use FY03 as the base year.
- 3) A constant inflation factor of 1.5% (0.015) is used throughout the spreadsheet.
- 4) There are editorial comments posted to the cells which display a red triangle in the upper right corner.



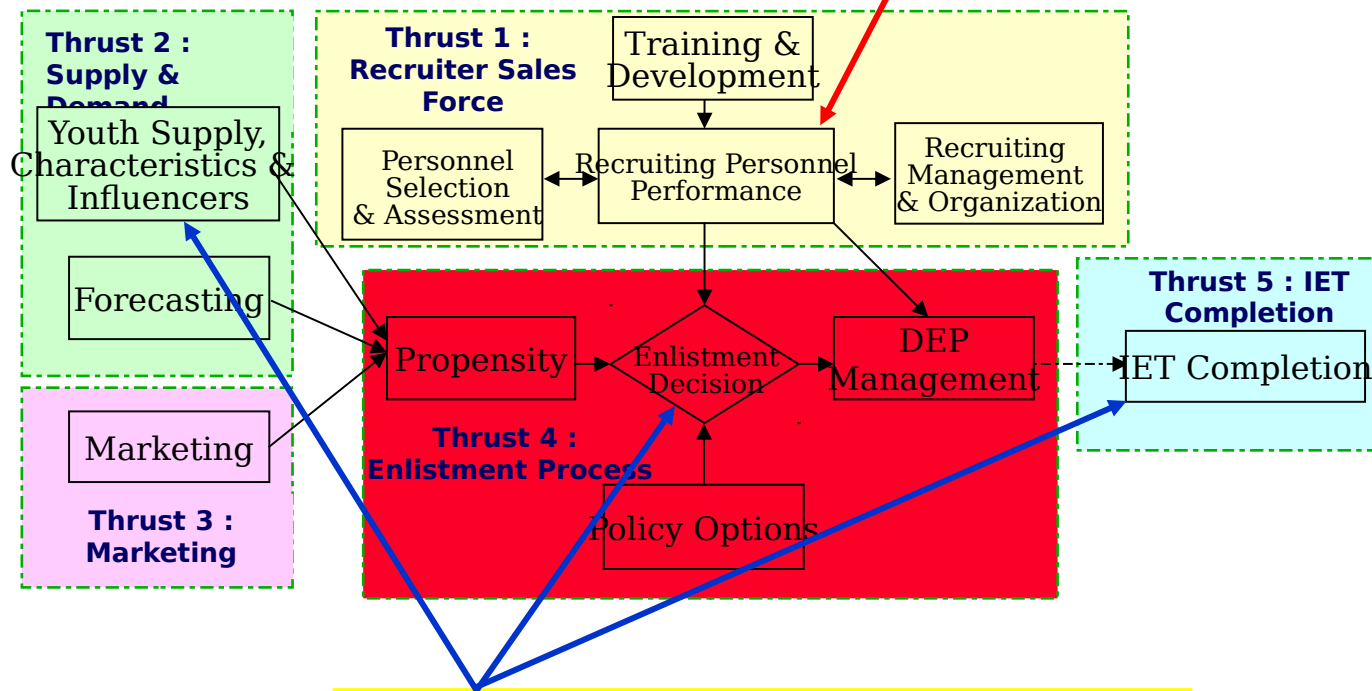


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# Impact on Recruitment Model

**Only Two Research Institutions Involved**

**Initiative 5.2 - RAND  
Recruiter Effectiveness  
\$2.9 M FY00-FY01**

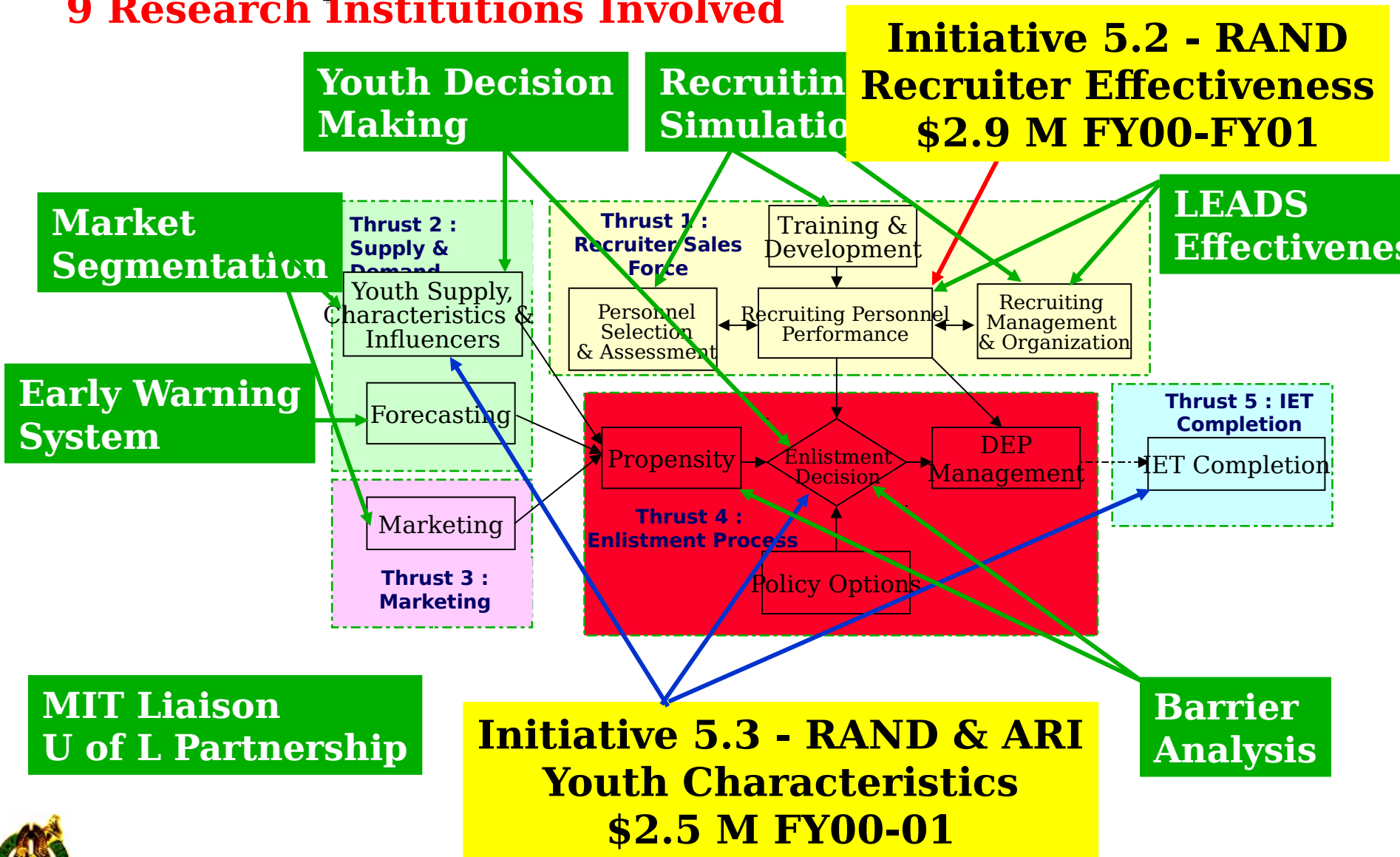


**Initiative 5.3 - RAND & ARI  
Youth Characteristics  
\$2.5 M FY00-01**



# Impact on Recruitment Model

## 9 Research Institutions Involved



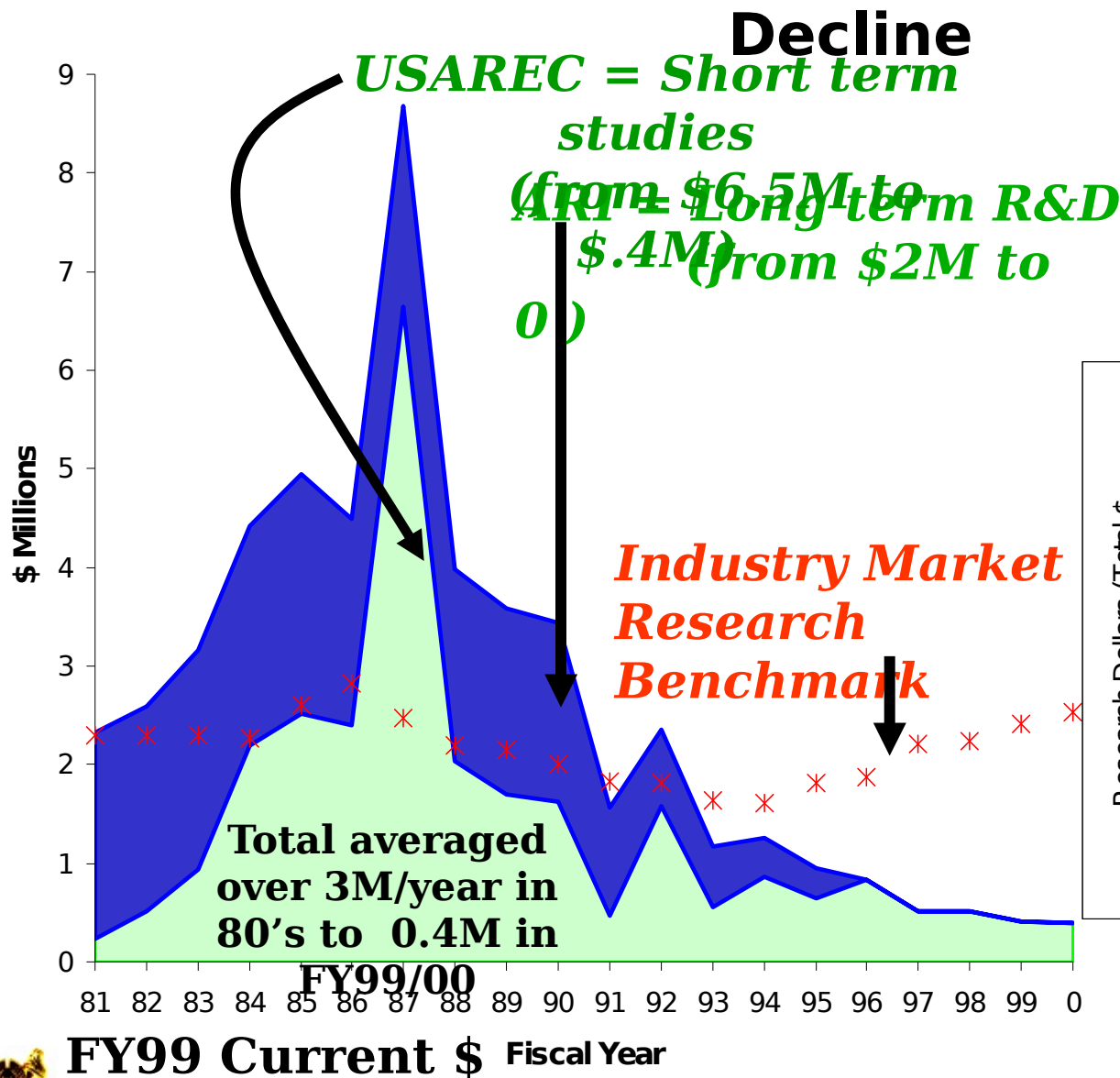


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An Army of

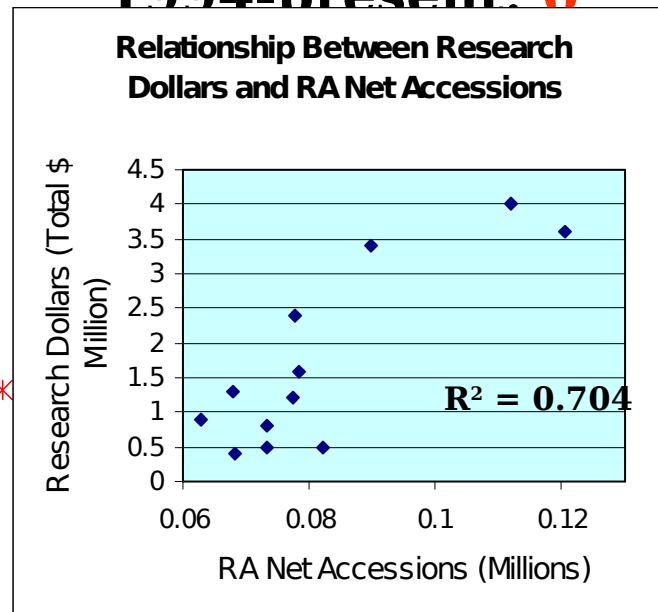
Proud to Be Here, Proud to Serve

# Recruiting Research and Studies Funding



**ARI Professional Staff Years Dedicated to Recruiting Research:**

1981-1990: 9.5  
 1991: 4.7  
 1993: 0.4  
 1994-present: 0



**As market conditions grew tougher, the Army cut recruiting research and studies**



USAREC Total ARI Total Industry Standard (.27%)

On Point for the Army



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# Desired Investment Strategy

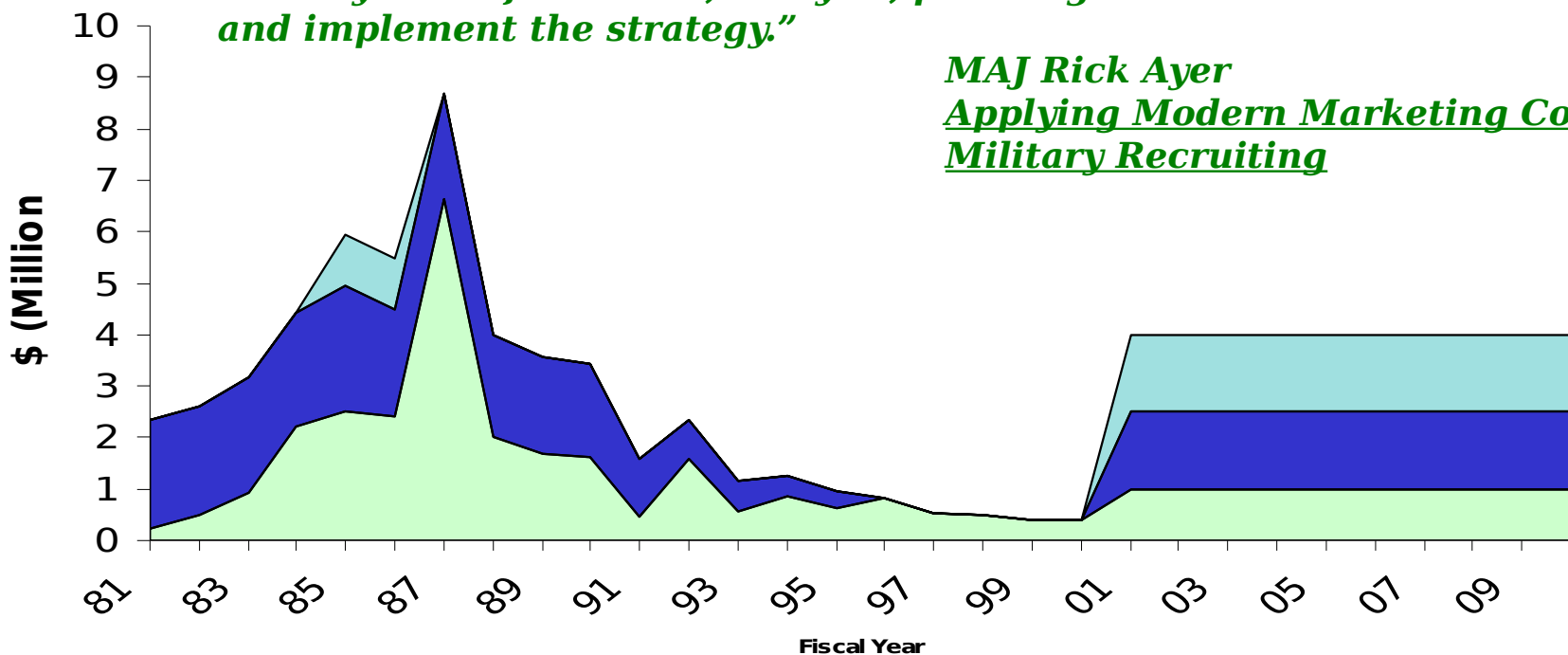
**“You are either advancing or falling behind.... In the simplest of times, (recruiting) is a complex business with casual observers proclaiming that either this factor or another is the “true” driver of success when in reality it is a host of factors working in concert...”**

**General Maxwell Thurman**

***“The most important aspect of (our success in the 1980’s) was not the strategy but a system of research, analysis, planning and execution that enabled us to and implement the strategy.”***

***MAJ Rick Ayer***

***Applying Modern Marketing Concepts to Military Recruiting***



USAREC Total

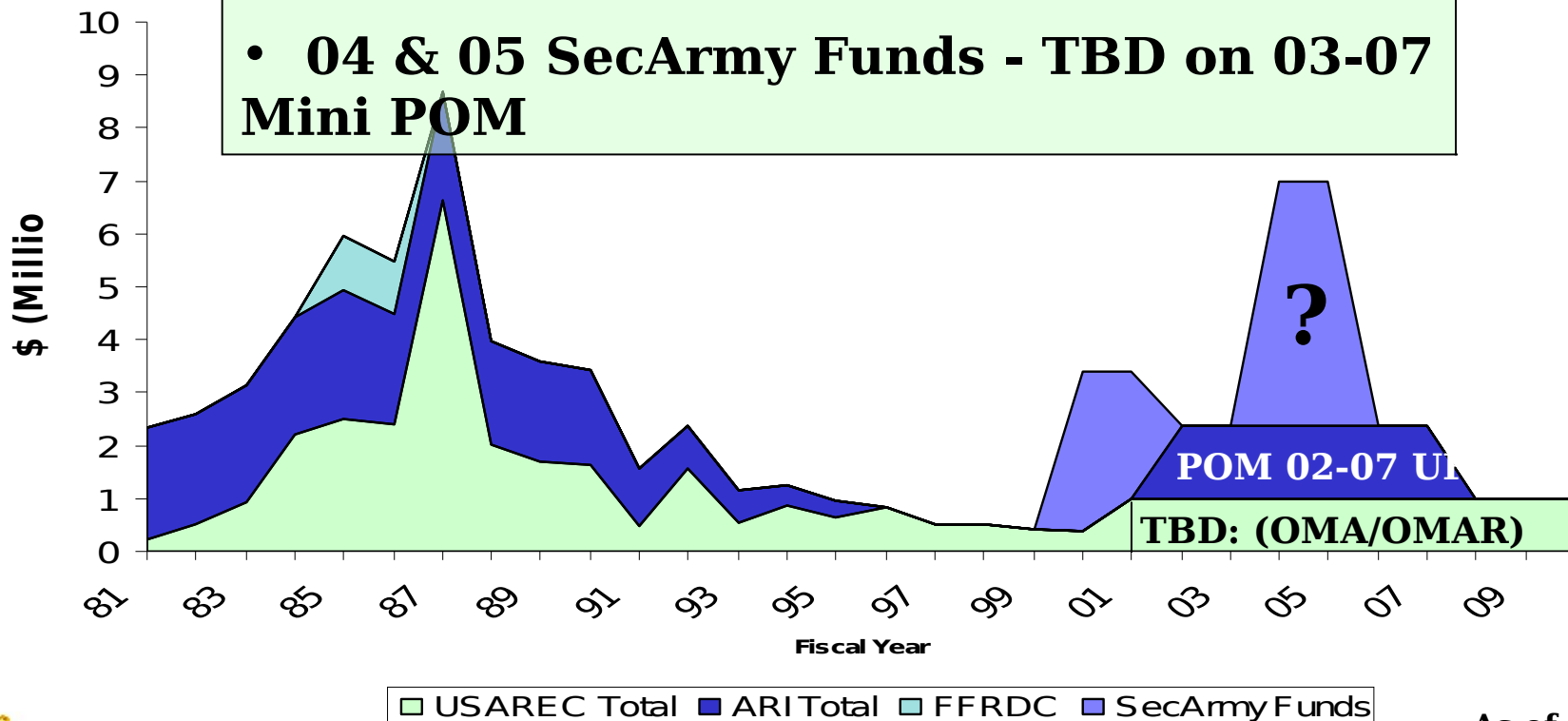
ARI Total

FFRDC



# Current Funding Profile

- USAREC OMA/OMAR - Annual Revision
- ARI (Program 6 S&T) - UFR (Band 1 in EE PEG)
- 04 & 05 SecArmy Funds - TBD on 03-07 Mini POM

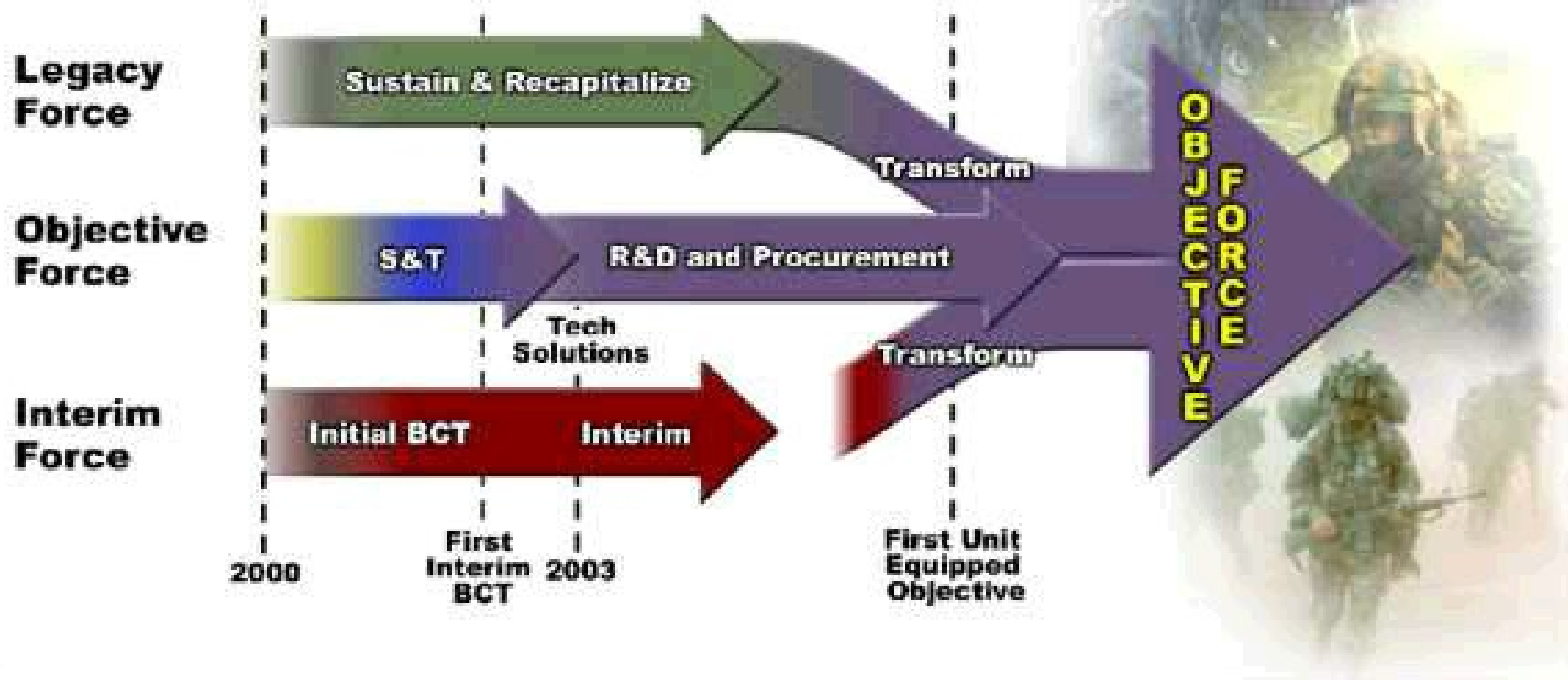


As of: Sep  
00





# The Army Transformation





# **“Special Projects” at Echelons above USAREC**

- ✱ **The US Commission on National Security/21st Century (Hart-Rudman Commission) - Phase III Report: 15 Feb 01**
- ✱ **National Academies of Sciences and Engineering: Committee on Youth Population and Military Recruitment**
- ✱ **Joint Accession Group (JAG - formerly JRCC): Strategic Plan for the Accession Community (Draft)**
- ✱ **QDR Human Resources Panel**
- ✱ **TRADOC Human and Organizational Behavior Workshop: 31 Jul to 2 Aug 00**
- ✱ **DCSPER Human Dimension Research and Analysis Program Review: 15 Feb 01**
- ✱ **Army Science Board “Future Soldier 2015” Project**

